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LIBRARY
BOSTON ARCHITECTURAL CENTER

Is the design yours, mine, or ours?

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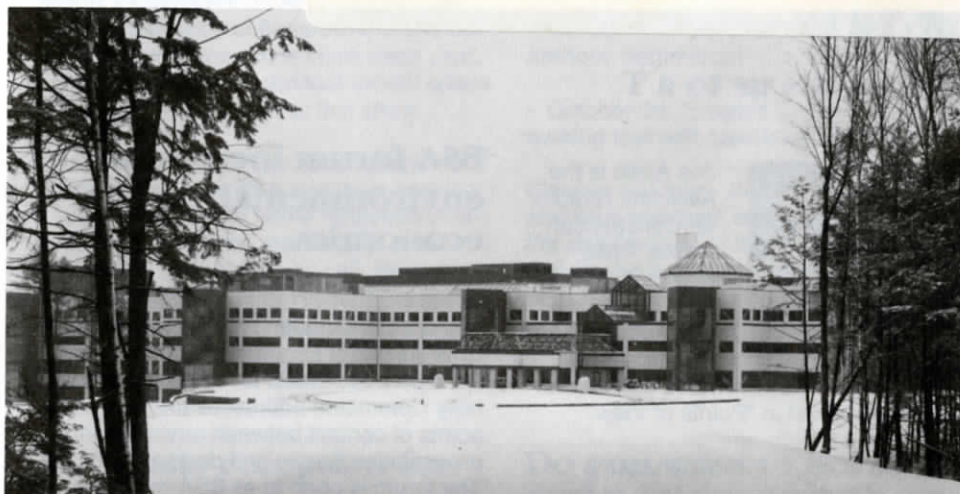


photo: Jean M. Smith

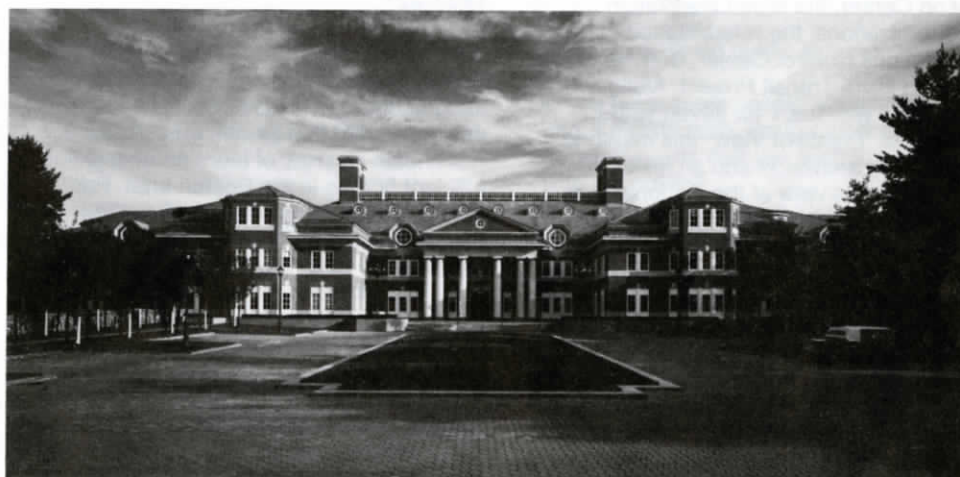


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Who designs buildings? Is it an individual architect? . . . Or is it "the firm"? Does an architecture firm benefit from a "firm signature" — a recognizable corporate design "style"? Or is the individual architect's personal design "signature" paramount? For many architects and architecture firms, these are significant and troubling questions that affect the way buildings are designed. In a special edition of the BSA Lecture Series, the three Design Principals of Shepley Bulfinch

Richardson and Abbott — Elizabeth Ericson AIA, Lloyd Acton AIA, and Ralph Jackson AIA — illustrate and discuss the dynamics of designing within a large firm. (Examples of their work are shown above.) This slide presentation begins with a 5:30 pm reception on October 16 at the Boston Architectural Center, 320 Newbury St., Boston. There is no charge for BSA members; non-members pay \$7.00 or may join the BSA at the door.

Awards submissions due now

October 15 is the deadline for all submissions for this year's Honor Awards for Architectural Excellence. Every architect and architecture firm in Massachusetts is eligible. Work of any building type done any where at any time in the last 10 years is eligible. If you have not received your Call for Entries, call the BSA at 617-951-1433x221 for another copy.

Aiello suits us to a T

photo: Phil DeJoseph



Joe Aiello is the Assistant Director for Construction for the T (the Massachusetts Bay Transportation Authority) and this month he rides the T to the

BSA as our guest in "Points of View."

In his role at the T, Aiello manages a number of diverse projects such as the completion of the South Station Transportation Center, the Blue Line Station modernizations, the rehabilitation of the Operations Control Center, and the South Boston Piers Transit Project. Aiello, who has been with the T for seven years, comes to "Points of View" this month to share with architects and architecture graduates his view of the T's long-term commitment to maintaining downtown Boston's health and improving service to other parts of the region, including the T's plans to increase the role of public transit in bringing people downtown. Aiello also reviews near-term prospects for architects seeking T projects. Prior to joining the T, Aiello was Senior Development Specialist for Community Builders Inc., one of the nation's largest non-profit real-estate developers.

Points of View

"Points of View" is sponsored by Beacon Construction Company, the Boston-based specialists in pre-construction planning, renovation/restoration, and construction management. This BSA program is designed to broaden architects' perspectives by bringing professionals in other disciplines to the BSA to share their views of New England's future.

This month's session with Joe Aiello begins at 6 pm on October 15 with soft drinks, beer, and pizza followed by a brief presentation and informal discussion. The cost is \$10 and is for members only (architects and architecture graduates who belong to the BSA). Members may reserve a space for the evening by calling or writing the BSA so that reservations are received prior to October 14; paid reservations may be mailed to the BSA, 52 Broad St., 02109.

BSA forum focuses on environmental economics

In a special October 17 forum on "New Environmental Economics and Planning," the BSA's Architects for Social Responsibility Committee addresses the profound points of contact between environmental preservation issues and design issues. The forum is open to all BSA members and friends. For details, call 617-951-1433x221.

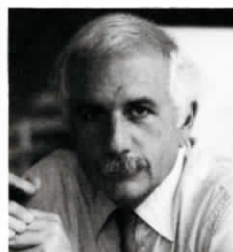
This special ASR forum is part of the Committee's extensive 1991-92 programming oriented to issues of sustainable design. Earlier this month, on October 5, ASR hosts a series of tours on energy-efficient homes in the Boston area. For details on that program, call Mary Otis Stevens AIA at 617-426-0432.

Alternate housing design charrette planned

The BSA's Women in Architecture Committee is co-sponsoring a design charrette with the Women's Institute for Housing and Economic Development. The charrette will focus on alternative housing for three different user groups, each with its own specific site. This event — including a panel discussion and the start of the charrette on October 26 and continuing with the design charrette on the following day, October 27 — is an opportunity to respond with housing design assistance to groups now serving low-income women in need of shelter with special services.

The Women's Institute is a non-profit organization that provides real-estate and program development assistance to grassroots women's organizations and service groups developing housing for low-income women. The charrette, involving the team efforts of participants, is open to all BSA members and students. People who are interested in helping the Committee prepare for the charrette or in participating in the design action are urged to call Nancy Angney AIA (617-964-1700; DRA Architects) or Francy Andrews (617-536-1331; CityDesign Collaborative).

Safdie explains new work



Moshe Safdie AIA comes to the BSA this month to discuss one of his current projects-in-progress with other Boston architects. Safdie is on the hotseat as this month's guest presenter

on October 24 in "Conversations," the BSA's popular and provocative monthly dinner and discussion series.

This program brings architects and architecture graduates together each month at The Architects Building to focus on one architect's current work. Program founder Peter Forbes FAIA describes this program as an opportunity for Boston architects "to explore each other's new work, offer suggestions, exchange design ideas, talk architecture."

Registration forms have been mailed to BSA members. Architects and architecture graduates who are not BSA members are invited to call 617-951-1433x221 for registration information for this month's programs and the entire series. Credit-card reservations (MC/Visa/AmEx) may be faxed to 617-951-0845. The cost for each monthly gathering is \$65.00; \$55.00 for BSA members who are architects or architecture graduates. This year, Forbes also has introduced a special **New Members' Rate** of \$40.00 for architects and architecture graduates who have joined the BSA in 1990 and 1991. The registration deadline for Safdie's presentation is October 23.

Firms share recession marketing and management techniques

In three separate breakfast roundtables on November 20 — one each for small, mid-size and large firms — New England architects spend three hours informally sharing information on their experiences during this recession. Focusing on how they have taken advantage of recession opportunities and how they have adapted their firms to the new realities of the American economy, these roundtable discussions pick up where they left off a year ago at Build Boston when they were among the most popular events of the convention.

On November 21, the second day of Build Boston this year, we focus specifically on "the new era of marketing" with another three-hour breakfast roundtable led by a group of extraordinary design firm leaders, marketing professionals, and representatives of several different client groups.

On the third and final day of Build Boston, provocative design firm consultant Frank Stasiowski AIA returns to present his acclaimed three-hour breakfast seminar on aggressive selling and pricing of design services.

These three days of management and marketing breakfasts are the anchors of a 125-session professional development and education program for building professionals at Build Boston. Considered by every person on earth to be the best of its kind in the nation, the Build Boston professional development program is shaped and re-shaped throughout the year to ensure that the workshop programs respond directly to current needs, anxieties, and opportunities. A quick scan of the Build Boston program you received last month reveals an extensive array of sessions focusing on architectural design, engineering design, interior design, building industry marketing, management issues, career and staffing issues, codes and document issues, environmental management issues, and a special set of workshops on industry technologies.

Registrations must be received by October 25 in order to benefit from pre-registration discounts and to ensure that we save a seat for you. If you have lost your Build Boston program or didn't recognize it when it arrived, call 617-951-1433x221 and ask for another copy. We always have one or two left. If you have received an extra copy already, pass it on to a true friend.

40,000 prospective clients visit architects this month

Under an annual agreement between the BSA and Cahners Expositions, BSA members have a significant opportunity once again this month to market their firms and their work at the New England Home Show, October 24-28, at the World Trade Center. Led by the BSA's dynamic Sole Practitioners Committee, BSA member firms' work is highlighted in BSA exhibit space at the Home Show and BSA members run several mini-workshops for the tens of thousands of homeowners and others who attend the home show each year. Firms can also buy individual exhibit space to market their services at this show.

These home shows can be excellent marketing vehicles for BSA members seeking a larger piece of the home renovation/restoration/new building market. For more information on this project, call Joe Luna AIA at 617-247-2617 or Richard Fitzgerald at the BSA (617-951-1433x232).

BSA hosts reception for new members this month

Members who have joined the BSA since last Fall are invited to the BSA Annual New Member's Reception at 6 pm, October 17, in the Members' Lounge of The Architects Building.

All new members are urged to take advantage of this once-a-year opportunity to gather as a group, meet each other, meet BSA Board Members and committee chairs and socialize. The setting is informal (no speeches or slide shows!) and new members have a chance to see their new building and meet their new colleagues. If you are a new member, call the BSA (617-951-1433x221) to reserve your *hors d'oeuvres*. This delightful no-charge event is hosted by the BSA Membership Committee, chaired by Steve Bell AIA.

Fall into wisdom

The Fall session of the BSA/BCAE's public education program continues with special classes on design and architecture-related topics, as well as a walking tour of an historic Boston neighborhood. The class and tour schedule for October is:

- October 9: "Innovative Architect: Eleanor Raymond FAIA (1988-1989)" (with Doris Cole AIA)
- October 10: "Dorchester Pottery" (with Anthony Sammarco)
- October 26: "Elegant Copley Square" (a walking tour with Lawrence Lewis)

Classes and tours are open to everyone and BSA members enjoy a 10% discount. For details on all of these programs and registration information, call 617-267-4430 or 617-595-6350.

Kristen Antonuccio

Do you want to be famous?

Do you love giving public lectures or tours?
Do you have some special knowledge about architecture, design, or the decorative arts that you wish to share with the public?
Do you want to see your name in print?
Do you want to develop your skills as an adult instructor?

If you answered yes to any of these questions, then you should take advantage of the BSA's collaborative public education program with the Boston Center for Adult Education (related story above).

For details, call Program Specialist Richard Ward at the BCAE (617-267-2465) or call Kristen Antonuccio at the BSA (617-951-1433x222) to request a workshop proposal form.

AIA Documents. . . 617-951-1433x221

HABS photos of historic buildings at BSA

The Massachusetts Historical Commission's photo exhibit, "A Commonwealth to Keep," is on display at The Architects Building fifth-floor gallery from October 16 through November 6, 1991. The exhibit consists of 39 large-format photographs from the Historic American Buildings Survey, which illustrate the diverse historic architecture of Massachusetts. Historic buildings play a vital role in the economic and cultural life of our communities and the photos in the exhibit capture this truth. The exhibit is free and open to the public. Call 617-951-1433x221 for exhibit hours.

BSA members prepare for unique marketing opportunity



In June 1992, the eyes of the American building industry will be on Boston as the BSA hosts the national AIA Convention. In preparation for this unique opportunity to promote New England architects and architecture, numerous design firms and individual architects have been contributing time and intellectual energy over the past two years.

In addition to providing an array of public and professional programs during June 1992, Boston architects also are using this opportunity to raise funds to support BSA programs and services. In the past few months, for example, ADD Inc, Graham Gund Architects, and Shepley Bulfinch Richardson and Abbott have contributed \$7500 to support the AIA Convention. The group of BSA leaders raising funds for this effort is chaired by Charrette's Blair Brown and continues to seek not only the financial support of local design firms but the involvement of architects who share the sense of excitement of this event.

"The AIA Convention won't be back again for another 20 years," notes Public Relations Committee Chair Gary Graham AIA, "so this is our opportunity to bask in a bright national and international spotlight . . . and to make it clear why Boston architects are the ones to hire."

To work with Blair Brown, Gary Graham AIA, and their colleagues who are raising money and promoting this effort, call Alexandra Lee at 617-951-1433x225.

Designers train business leaders (and future clients)

In another effort to expand significantly the informed use of architects' design skills, the BSA — in collaboration with other design associations — is collaborating in an effort to introduce a variety of design disciplines to the business community through local business schools. This innovative program was created by the Corporate Design Foundation, the seven-year-old Boston-based organization created "to improve the quality of design in the United States and the competitive position of American industry by demonstrating to business students, business school faculty and practicing managers that good design is good business." The BSA is working with the American Institute of Graphic Arts and the Industrial Design Society of America in this effort.

To ensure the success of this program, the BSA would like to hear from members who might be interested in working with local business school faculty members to develop teaching materials and to participate in teaching business school students in the area. This is not a request for someone to offer a single guest lecture; rather, we are asking for a commitment of time that will involve a number of meetings and will result in an introduction to architecture for specific business school courses. We are working with Babson, B.U., Harvard, MIT, Dartmouth *et al.*

If you'd like more information on this excellent opportunity to shape the views of your future clients, please call me immediately at 617-262-2760.

*Roger Goldstein AIA, Chair
BSA Business School Initiative*

Dinner is on the way. . . and so is the humor



photo: Koby Antupit

A band of local industry leaders and other celebrities comment on the extraordinary career of Sally Harkness FAIA as the BSA honors Harkness at this year's Build

Boston Banquet. Preceded by a 6 pm cocktail party, the 7 pm Banquet on November 21 also includes announcement of the Harleston Parker Award-winner and this year's winners of the BSA Honor Awards for Design Excellence.

The streamlined format for this annual banquet promises once again to pack a great deal of humor and sybaritic activities into a delightful evening that focuses on networking and socializing.

To register for the Banquet (all readers are invited), use the reservation card you received in the mail, or the registration form in the Build Boston program, or call the BSA (617-951-1433x221) for another copy. Registrations must be received by the BSA before October 25.

Public safety is issue in appeal to architects

In a letter in this issue of the ChapterLetter (see p. 13), the Structural Steel Fabricators of New England proposes the creation of a special task force to address serious design issues related to steel stairs, handrails and guardrails. To address the issues raised in this letter, SSFNE proposes that an *ad-hoc* committee of BSA and SSFNE members attempt to develop "standard" methods for specifying stair and rail work. For more details on this proposal, call Emile Troup, P.E., 617-828-9408.

Faces to look for. . . minds to probe

Among the 400+ building industry experts leading workshops at Build Boston next month are these special souls:



Florida's Hugh Darley (ITEC Productions, Orlando) focuses on "Architects as entertainment designers: the reality of fantasy" (S-59).

Boston's Frank DiMella AIA brings four clients together to explore "Housing design for the aging population & continuing-care retirement communities" (S-87).



photo: Ed Castle

Architecture Magazine Associate Editor for Technology Nancy Solomon and her counterparts at P/A, Architectural Record, and Building Design & Construction assemble to

assess "Technocoverage: a different angle on how to get your work published" (S-15).

A special IBD workshop on "Shop drawings. . . the designer & the woodworker" (P-5) brings Architectural Woodwork Institute Director Dave Martin to Build Boston this year.

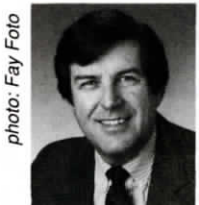


photo: Fay Foto

Frank Mead AIA moderates a session with clients, designers and contractors on "Maximizing performance with minimum risk: strategies for purchasing design and construction services in the 1990s" (S-46)

Raytheon's William Dougherty and four other corporate real estate executives focus on "Renewable energy and the public utilities" (ERG-4).



Ed Tsoi AIA and engineering wizards join MWRA officials in a workshop on "The \$6-billion Boston Harbor Clean-up Project: a new paradigm" (S-115).



Andrew Dean AIA and six other designers and clients explain the mechanisms for "Building partnerships between minority and majority design firms" (P-39A).

Lighting design expert Jeffrey Berg AIA (right) joins Robert Hopman AIA to focus on "Renewable energy: daylighting for commercial and institutional buildings" (ERG-2)



For more information on Build Boston or a copy of the complete program, call 617-951-1433x228. For information on exhibit booth rentals at Build Boston, call 617-951-1433x236.

Plastic and electricity ensure easy access to marketing services

Marketing may not be getting easier but getting advice from experienced marketing consultants is now just a phone call and a charge-card away. For information on the BSA's new marketing management consulting service (described in detail in last month's ChapterLetter), call the BSA and use our voice-mail system (617-951-1433x323) to reach Jill Weber and Barbara Welanetz, who are offering action-oriented, two-hour consulting sessions designed to focus on specific, immediate problems and help firms help themselves. BSA members enjoy a discounted, affordable hourly rate for one-on-one sessions, which are held at The Architects Building. You can use Visa, MasterCard or American Express to take advantage of this service.

Rotch Scholarship applications now available

Applications for the Rotch Travelling Scholarship, one of the oldest and most prestigious in the United States, are now available. A stipend of \$18,500 is awarded to the winner of a two-stage design competition for eight months of travel throughout the world, and an additional \$1,500 is awarded upon completion of a report to be added to the Scholarship's archives.

Applicants must be U.S. citizens under 35 years old on March 22, 1992, and must meet one of these requirements: (1) a degree from an accredited school of architecture plus one year in a Massachusetts architectural firm; (2) a degree from an accredited Massachusetts school of architecture plus one year in any U.S. architectural firm; or (3) applicants receiving a certificate from the Boston Architectural Center before the degree-granting program will need four years in an architectural office.

Requests for application forms and detailed guidelines must be made in writing and received no later than January 2, 1992, at: Rotch Travelling Scholarship, c/o Boston Society of Architects, 52 Broad St., Boston MA 02109. If you have any questions or would like more information on the Rotch Scholarship, call Kristen Antonuccio at 617-951-1433x227.

Design firms: permanent, project and temporary staffing are on tap

If you need some part-time or full-time help and you're looking for architects, engineers, landscape architects, interior designers, construction managers, facilities managers, urban planners, CADD operators or managers, draftspeople, lighting designers, space planners, marketing professionals, proposal-writers, feasibility studies specialists, renderers, model-makers, resource librarians, exterior or interior detailers, millwork or cabinetry detailers, estimators, spec writers, shop-drawing checkers, building department expeditors or almost any other building industry professional, call BSA member Stephen Dill AIA at Consulting For Architects, the BSA related placement service, 617-261-0090 (or fax your inquiry to 617-261-0098).

Booths? . . . 617-951-1433x236

Seven steps principals can take to reposition their firms

The following is reprinted with permission from Principal's Report, the monthly newsletter for engineering, architectural, planning, consulting, and design firm owners published in New York City.

Many design firm leaders will find "doing what they've always done" — or even downsizing the firm — insufficient to keep the firm alive, let alone profitable in today's market. Successful firms, according to popular AIA seminar speaker Michael Fitzgerald of Seattle's Pacific Institute, will be those that "develop opportunities rather than chase existing markets." They'll identify trends early on and determine how each will create a demand for design services. But how can principals make this happen?

1. Ruthlessly narrow the firm's marketing focus. Avoid trying to be all things to all people. In smaller communities and sparsely populated regions, of course, the general practice without any "star" designers may remain a viable approach. But [our] investigations indicate that, in many of the larger niches and population centers, there are simply too many design firms for this tactic to be effective.

The experience of Philadelphia architectural firm Kise Straw & Franks offers an interesting (and successful) case history of a firm that has radically repositioned itself. Until four years ago, says principal James Straw, KSF was like many firms: it went after just about any design or planning opportunity it saw and accepted most jobs that came in over the transom.

This is no longer the case. KSF does not seek assignments (and may even refuse jobs handed it) in several major building markets — for example, interior design, colleges, and institutional. Competition is fierce in these areas, and in none has KSF been one of the top firms.

Some markets, such as hospitals, were dropped for another reason as well: a phone survey of 50 hospitals located in the Philadelphia area disclosed that most had recently expanded or modernized, so budgets for design and construction could be expected to drop in coming years.

2. Go with your strengths. At a three-day retreat of the four principals and 10 associates, KSF leaders were galvanized by the realization that the firm is one of the region's strongest in four market niches: environmental planning, historic preservation, cultural facilities planning and design,

and affordable housing. Straw says KSF either has one of the region's "star" professional teams in each of the four or is working to develop that level of expertise.

There's another reason for targeting the four: Competition is less severe than in the specialties the firm has dropped.

3. Talk with other firms that have successfully changed their marketing approaches and piggyback on or evaluate their efforts. Call non-competing firms in your region and elsewhere to learn how they market. It may take many phone calls before you home in on a firm whose problem you can identify with. Then ask how the firm turned itself around.

Many firms have found A/E firm management consultants helpful. To find the consultant best suited to your firm and situation, a good resource is PSMJ's annual management and marketing consultant list, which contains dozens of them. . . The list is available from Practice Management Associates, Newton Mass. (617-965-0055). Call several consultants, and be sure to talk with a number of former clients of those under consideration. The firm's future is too important a matter to deal with casually. [The BSA also now offers a marketing consulting service; call 617-951-1433x323.]

4. Adopt a niche-identification process that's been proven to work. KSF retained marketing consultant Stuart Rose, of Professional Development Resources, Inc., (Washington DC), to moderate a three-day retreat.

Rose challenged the KSF leaders to: (1) Identify which segments will be strong — and to select 20 or 30. (2) Decide in which of these the firm is, or wants to become, one of the best. (3) Eliminate markets in which only the large firms stand a good chance of winning assignments. (4) "Then get into a comfort zone" — further narrow the focus to niches where there's an obvious "fit" between market demand and firm competence.

After this assessment was completed, things went fast. "In 20 minutes the partners painted a picture of where they wanted to be by crystallizing shared values," Rose recalls.

Not that all went without a hitch. Most agonizing was the realization that the goals and values of one partner did not fit in with the picture that was emerging: he

felt strongly that the firm should push hard to get assignments in a niche which others in the group agreed would have a very low "hit rate." That principal left some time ago (for a much larger firm in which his preferred specialty is key).

5. Be sure to provide down-side protection of at least two kinds. Once the firm had picked its new, short list of niches, Rose suggested that KSF:

- Develop two alternative marketing plans — one for "most likely" economic environment and the other for a "very crummy" scenario. In each case, prepare income and expense budgets. The result will be fewer surprises.

- Diversify the firm's markets. Rose recommended that a firm focus on four to six markets. (KSF was already very strong in historic preservation and environmental planning. At the retreat the leaders added cultural facilities and affordable housing, and since then have been working to build comparable strength in these.)

To further protect against downside risk, KSF set a goal for a mix of 50% public and 50% private work.

6. Investigate the options of a merger, acquisition, or sale of the firm. But don't put all your insure-the-future eggs in those baskets. KSF decided to explore Rose's fairly radical suggestion only after several false starts, including failed attempts to expand into mainstream architecture. (Straw recalls that "ridiculous" amounts of marketing money had brought in very few architectural clients.) The firm sought out two large, successful architectural firms, asking if either would be interested in acquiring it. KSF hoped to grow by taking advantage of the greater resources of a big firm and felt that, in return, the large firm might benefit by affiliation with a firm experienced in major urban planning assignments. In both instances, "big brother" did not bite, in part because planning firms' multipliers are lower than those of successful architectural firms.

7. Identify and use the best business-planning resources you can find in researching and implementing the firm's refocusing program. [We] believe that the good resources include the Peters and Waterman book, *In Search of Excellence*, which is one of the most quoted of the past decade. Based on their analyses of studies of some of the most successful U.S. companies, the authors conclude in part

Here come the feds

that the "excellent" companies got there by following the very niche-refined process described here.

"But they don't tell how a firm should identify the best for itself," Rose says. So, at the request of Stephen Kliment (then of Whitney Library and now of *Architectural Record*), Rose wrote the book *Achieving Excellence in Your Design* in 1987. It is now out of print but the AIA and many other architectural and business libraries have copies.

Finally, [we have] just completed a Top Firm Survey of engineering and architectural firms (including KSF) in which designers and professionals associations nationwide identified as some of those likeliest to survive the recession and flourish later in the decade are queried about their success strategies. (To obtain a copy of the report, write IOMA, 29 West 35th St., 5th Fl., New York NY 10001, and request the Top Firm Survey.)

The price is right

There is **no** general registration fee for Build Boston. The BSA's intent is to make Build Boston financially accessible to everyone at every staff level. Here's how it works:

- You can go to any workshop or other event for the price of that event only — no additional convention fees or entry fees. It's a good deal, the best in the country. Use the Build Boston registration form now. Beat the October 25 deadline.
- You can come *free*. To take advantage of the extensive product and service exhibits, just check the "exhibit only" line on the Build Boston registration form and send it in. Send no money.
- You can go to most workshops free simply by volunteering to help on site during Build Boston (call Kristen Antonuccio at 617-951-1433x227 for details).

The only way we could make it easier for you to attend Build Boston would be to pick you up in the BSA corporate jet. But we don't have one.

Last year the U.S. Department of Justice and the AIA reached an agreement on a long and expensive battle arising from the federal government's view that the AIA and/or some of its chapters had been violating anti-trust laws. As part of the settlement of this case, which focused on what AIA members and chapters can and cannot do/say/prescribe concerning design fees and related issues, was a requirement that the AIA and its chapters annually remind AIA members of the anti-trust law restrictions.

To meet this obligation, the BSA Annual Members Meeting at Build Boston on November 21 will include a 12-minute videotape titled "Legal Hardhat Required." It is a fascinating video tape that very clearly and succinctly identifies anti-trust dos and don'ts for architects.

All members are invited to enjoy this video tape as well as the rest of the annual business meeting. There is no charge, of course, and all you need to do to reserve a seat is to register for the business meeting using the Build Boston registration form.

Women's work sparkles in November

The Sixth Annual Travelling Exhibit sponsored by the BSA Women in Architecture Committee opens at Build Boston on November 20. This exhibit is open to architecturally trained New England women designers: registered and non-registered architects, landscape architects, interior architects and urban planners. Also, for the first time, architecture students are invited to enter as well.

This year's exhibit will be juried by GSD's Mary McAuliffe; Jane Holtz Kay, writer, architectural critic for "The Nation" and author of *Lost Boston*; Eric Schmidt, BRA Director of Urban Design; Warren Schwartz AIA, Principal of Schwartz/Silver Architects; and RISD's Judith Wohlin.

Entries are due October 22 at the BSA office. Those who missed the September registration deadline but still wish to enter should call Cheryl Heinrichs at 617-491-5662 or me at 617-567-7263; space may still be available.

Cathy Lange
Women in Architecture Committee

The Service Center

Getting the job and then getting paid are obviously priorities for any business. . . and particularly for design firms today. Among the efforts BSA members have made in the past two years to make it easier to get the job and then make it easier to get paid by the client, has been the creation of two new services. The first is the new marketing consulting service available now through the BSA. And the second, also now available through the BSA, is a bad-debt collection service. Both of these new services were described at length in the September issue of the ChapterLetter and the response has been fascinating. If you'd like more details on either of these services, you can send an SASE for 29¢ to the BSA and we'll send you a copy of last month's articles on these two services. Or simply call 617-951-1433x323 for details on the marketing service and 617-969-6100x105 (Steven Sands) for information on the collection services.

Next month: Members' Service #7

Architect as artist: call for entries

In conjunction with the national AIA Convention in Boston next June, the Boston Center for the Arts is hosting a multi-media exhibition of art by architects. The exhibition will be installed at the Cyclorama during the Summer of 1992. The BSA is co-sponsoring this effort, which will be juried by Whitney Museum curator Elizabeth Sussman (formerly of the ICA), public art consultant Rebecca Barnes AIA, artists Howardena Pindell and Philip McKracken, and architects Paolo Soleri and Siah Armajani. For details and entry information, call the Center at 617-426-5000.

Deadline!

This is a reminder that the Build Boston registration deadline is October 25. Miss the deadline and you'll miss the discounts. Do it today.

Hot issues

Six special Build Boston workshops focus this year on what many consider to be among the most critical current issues in the industry:

- "Creative use of the **new** building code" (S-103)
- "Designing play environments for children" (ST-2)
- "The Americans with Disabilities Act" (S-17 and PT-4)
- "Whatever happened to design in Boston?" (S-29)
- "Scheme Z: The resolution of a design controversy" (S-79)
- "Debt-collection services" (S-109)

For details on these workshops and registration information, see the Build Boston program; call 617-951-1433x221 for additional copies of the program.

AIA adopts familiar membership model

At the national AIA convention in May, architects around the country voted to modify the national AIA membership structure to welcome allied professionals into the fold, much as the BSA's Affiliate Membership program does. This change in membership eligibility comes after several years of study at the national level and reflects the local membership structure that has been successful at the BSA since the late 1970s.

In other action at the national convention this year, AIA members adopted resolutions that direct the national AIA office to re-examine the AIA's policy on continuing education for architects, that puts the AIA on record in support of the creation of a single model building code for the United States, and that supports the inclusion of professional design fees in construction financing packages.

For more information on these and related national issues, call Robin Lee at 202-626-7549.

A.R.E. reminders

This year for the second time candidates for architectural licensing may take the Division B (Site Design/Graphic) and Division C (Building Design) sections of the architectural registration examination in December. Scheduled, respectively, for December 10 and December 11, these two sessions only may be taken at this time. For more information, call the Board of Registration of Architects at 617-727-3072. The deadline to register for these exams is October 30.

Vote now!

All BSA members eligible to vote in this year's BSA elections (and that includes all AIA and Associate members) received their 1991 ballots or will shortly. Complete the ballot and return it before the election deadline. Election results will be announced on November 21 at Build Boston during the BSA Members Meeting (free) and the Build Boston Banquet (not free). Reserve your free or not-free ticket now. Use the Build Boston registration form. . . and complete and return your ballot before the deadline. . . which is November 5.

BSA annual business meeting is November 21

The Board of Directors of the BSA has scheduled the annual members' business meeting for 5 pm, Thursday, November 21, at the World Trade Center/Boston. Members will vote on the proposed BSA budget for FY1992, the Harleston Parker Jury's recommendation and other matters. To register for the business meeting (no charge, of course), members should complete and return the free ticket to Build Boston inserted in this month's Chapter-Letter or complete and return the registration form in the Build Boston program you received last month.

Don't you wish everyone understood architects better?

Well, there is a way you can help make sure that happens. It is the BSA's Affiliate Membership program and it is designed to help laypeople get closer to an understanding of what architects do, what architecture is, and why they should love both.

It is the gift-giving season and for \$45 you can give a BSA Affiliate Membership to anyone in the world (except another architect). The membership comes with all BSA mailings, invitations to BSA social and professional events, and endless interaction with architects. The result is an informed group of allies in the community. It works.

For your clients or would-be clients, we also provide a Corporate Affiliate Membership. This costs \$195 and brings with it five individual memberships for your corporate clients, consultants and suppliers.

See the Affiliate Membership flyer inserted in this issue or, for more information, call the BSA at 617-951-1433x221.

Yes, there is a free lunch. . .

Although we have done everything possible to remove financial obstacles to those who wish to attend Build Boston and its extensive workshop program (there is no general registration fee, no price increases, some significant price reductions, longer hours so you don't lose time at work), there is still the option to take Build Boston workshops **at no cost at all**. And the way to do that is by choosing the option we call "sweat equity registration".

Simply put, you give us a little time as a volunteer at Build Boston and we'll give you access to the exceptional Build Boston workshops. For details, call Kristen Antonuccio at the BSA (617-951-1433x227).

*Tony Platt AIA
Chairman, Build Boston*

"CADD & The Small Firm". . . see Special Publication # 41; 617-951-1433x221

New AIA Documents available from BSA

The AIA has issued several new and revised contract documents applicable to interiors projects:

- A171 — Owner/Contractor Agreement for Furniture, Furnishings, and Equipment
- A177 — Abbreviated Owner/Contractor Agreement for Furniture, Furnishings, and Equipment
- A271 — General Conditions of the Contract for Furniture, Furnishings, and Equipment
- A571 — Guide for Interiors Supplementary Conditions
- A771 — Instructions to Interior Bidders
- B171 — Standard Form of Agreement for Interior Design Services
- B177 — Abbreviated Interior Design Services Agreement

Inserted in this issue of the ChapterLetter is a complete list of AIA Documents and an order form. For additional copies of the list or order form, call the BSA at 617-951-1433x222.

AIA Boston, 1992. . . it's your party!

How long has it been since you've seen some of your old friends from the profession? Your former school chums, workmates, and ex-bosses, are practicing, teaching or actually working for a living in Seattle, San Antonio, or Secaucus. Wouldn't it be great to get together with them, catch up on old times, and share your perspectives on deconstructivism, divorce and the disintegration of the Soviet Union?

A wonderful opportunity for personal reunions of all kinds is at hand. The AIA Convention in Boston this June is just nine months away. Your friends and colleagues from afar have a terrific excuse to come to Boston. All they need is a gentle prod. . . and that's where you come in. As a member of the Host Chapter, you are automatically an official host for the BSA's efforts to make a great setting for an international convention of architects even better. Why not take a few minutes to write or call some of your old friends. Tell them that the AIA convention will be in Boston this year and you would love to see them here.

Since 1992 corresponds to a major anniversary of my class graduation, I've

proposed having our reunion here in Boston. My letter to my classmates made the following points:

- For those of us still in the profession, the trip is a proper business expense.
- The Boston Society of Architects is committed to making Boston a great host city for the convention. The extra-convention activities — tours, parties, and special events we are planning — will, in themselves, be worth the trip.
- Our Alma Mater will be represented in Boston for the annual alumni party at the AIA Convention. They would be delighted to participate in our class celebration.
- Boston and New England are great places to visit, with or without family, for recreational or professional purposes. In late June of 1992 Cape Cod and the Islands will be gearing up for the summer season and the mountains of Vermont and New Hampshire and the Maine seacoast are all great vacation destinations.

It's important to think of yourself as a host, and in fact to be a host for this rare and wonderful event that is being planned for June 1992. Invite your friends, and get involved with one or more of the BSA committees and groups that are hard at work planning to Celebrate Architecture 1992. Call Alexandra Lee at 617-951-1433x225 and get involved. . . after all, it's your party.

*Gary Graham AIA
Chair, 1992 Public Relations*

Free, open exhibit receptions mark the first night at Build Boston

The award-winning work of this year's recipients of BSA Honor Awards for Design Excellence highlights the broad range of design exhibits at Build Boston this year. Work by women practicing in New England, architectural models, Massport's plans, and a variety of other design exhibitions grace the Build Boston exhibit floor.

On opening night of Build Boston, November 20, numerous groups are planning exhibit receptions on the main floor of the convention hall. All readers are welcome and can make reservations by completing and returning the free ticket enclosed in

this issue of the ChapterLetter. For all receptions, plan to be in the exhibit hall by 5 pm on November 20.

The BSA at work

It's more than designing "handicapped access"



photo: Gabriel Gualteros

Passage of the federal Americans with Disabilities Act clearly will have immense long-term impacts on the design and construction of buildings in the United States. The implications for architects, owners, contractors, and everyone else in our industry are clearly extensive but not yet clearly articulated. The BSA's Massachusetts Architectural Access Board Liaison Committee, founded a few years ago and still chaired by Roger Goldstein AIA (above) of Goody, Clancy & Associates, has been working with the Commonwealth officials in charge of design access issues.

Goldstein, working with attorney Charles Heuer AIA, will be exploring the new law and providing hard information on its application in a special workshop at Build Boston in November. Of course, there are other issues that relate to design and access that this committee also will continue to address in the months to come and throughout next year. Goldstein (who also designed the Kids' Visions program that has become a national model) continues to meet regularly with Commonwealth officials and others concerned with access issues. To work with Goldstein or for more information on his committee's activities, call him at 617-262-2760.

Bricks

In a recent issue of the ChapterLetter, we noted that **PageWorks** had moved into The Architects Building at 52 Broad Street. That is true, but that does not mean that PageWorks is leaving Harvard Square. Rather, to put all of PageWorks' clients at ease, PageWorks is operating both its current Harvard Square location and its new downtown Boston location. Stop in at both locations.

Over the past three years, dozens of architects have found the special joy of working with art teachers and students in grades three through eight in the Boston area. Through the BSA's Kids' Visions program, these architects have been **introducing architecture** to schoolchildren. It has been so successful that it is continuing this year and you are invited to participate. If you are an architect or other design professional interested in volunteering some time to work with elementary schools in this way, call Roger Goldstein AIA at 617-262-2760 today.

Columbus Day provides a special kind of discovery for high-school students in architecture. That is the date for this year's annual **BSA Career Day in Architecture**. Pass the word. Everyone interested in considering an architectural education and careers in architecture are invited to join us on October 12 for a free day of conversation with architecture school representatives throughout the United States, workshops on the profession, etc. For details, call the BSA at 617-951-1433x221.

Have you noticed for the past couple of years the BSA and the Boston Center for Adult Education have collaborated on an enormously successful **public program focusing on architecture** and design issues? Have you also noticed that your colleagues who are leading the classes, courses, and tours that make up this extensive program are getting a lot of mileage out of their participation? Would you like to participate? Do you have some special knowledge about architecture, design, or the decorative arts that you wish to share with the public? Do you want to promote your own skills as an architect? If you would like to participate in this program and you have an idea for a course, class or lecture, call Richard Ward at the BCAE (617-267-2465) or call the BSA (617-951-1433x227) to request a program proposal form.

The Northeastern University Art Gallery focuses this season on the **work of young New England architects**. In an exhibition

that runs from October 23 to December 5, the Gallery features drawings, sketches, photographs, and models of real and unbuilt projects by **Margaret Booz AIA, Joseph Ferrara AIA, Chris Bardt, Rico Cedro, Gabriel Feld, Debra Fennick, Darrell Fields, Jeffrey Inaba, William Loftis, Kyna Leski, Tim Love, Tom Sieniewicz, and George Thrush**. A special exhibit opening, to which all readers are invited, is on October 23 at 5 pm. For more information, call 617-437-2249.

Lisa Chapnick, formerly the head of Boston's Public Facilities Department, recently took over as Director of the City's **Inspectional Services** Department.

If you are or recently have been a partner or principal in a design firm, and you are either seeking a similar role in a new environment or are yourself seeking such a person to join you in your office, you may be interested in the BSA's confidential **Partners/Principals** information service. For details, call Richard Fitzgerald at the BSA (617-951-1433x232).

The "Construction Management Guide" is reportedly a new General Services Administration Publication that offers guidelines to **construction management** firms providing services to GSA and describes the agency's project delivery system. For ordering information, call NSPE/PEPP at 703-684-2800.

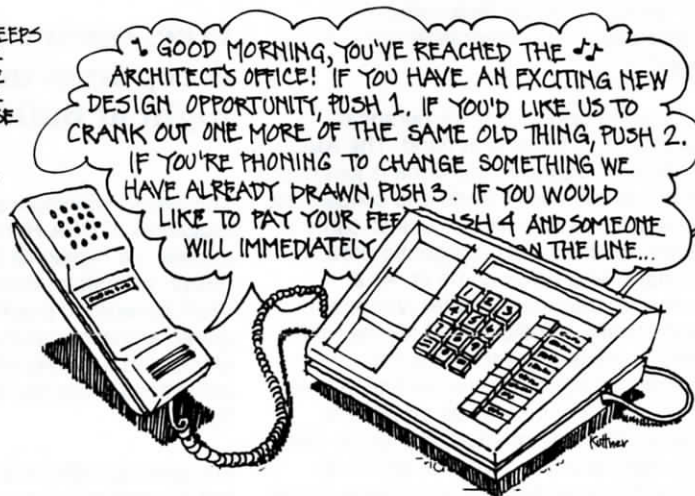
New Hampshire architect turned U.S. Congressman Dick Swett AIA has intro-

duced legislation to forge stronger links between transportation projects and land-use and environmental planning. His bill, the Transportation for Livable Communities Act of 1991, is supported by the AIA and a coalition of 22 design, planning, preservation and environmental groups. The bill would amend existing federal highway laws to strengthen **local and state transportation and community planning**, provide funding for certain conservation and planning activities, establish a National Scenic and Historic Highway System, and return control of outdoor advertising to state and local authorities. For more information on this bill, call 202-626-7572 (Jan Johnson).

AGC has extended an invitation to all BSA ChapterLetter readers to AGC's **Comedy Night** on October 23. The event is a fundraiser for the New England Home for Little Wanderers and BSA members can register in advance for \$15.00. For details, call Margaret Neil at 617-235-2680. It's a terrific night.

If your firm is on the verge of laying off **employees you value**, you may find that the State has an alternative worth considering. It is a new Department of Employment and Training program called "Worksharing" and it enables the State to pay part of the salary costs of some of your employees. This may be worth investigating for design firms. The number to call is 800-328-4113.

NEW TECHNOLOGY KEEPS
CHANGING THE WAY WE
DO THINGS—MAYBE WE
CAN EVEN MAKE SOME
GOOD USE OUT OF THESE
IRRITATING NEW
COMPUTERIZED
PHONE SYSTEMS...→



Inspired no doubt by the BSA's voice-mail system, cartoonist Peter Kuttner AIA draws the obvious conclusion.

... and more Bricks

At noon on October 25 at its regular monthly meeting, the BSA Codes Committee hosts Norton Remmer, P.E., the former Technical Director of the State Board of Building Rules and Standards. Controversy is expected as Remmer discusses "Where the **building regulatory system** should go from here. . . and why". These lunch meetings are free for BSA members and \$7 for non-members; in both cases you must call the BSA (617-951-1433x221) the day before the meeting to reserve a lunch.

BSA Associate Member Anazei Modu is developing a new publication designed as a **competition information** resource. Called "Design Competition Forum," this resource is conceived as an annual directory that builds on and greatly expands such periodical competition listings as those in the BSA ChapterLetter "Opportunities" section each month and the monthly publication called "Deadlines". Modu is currently seeking financial support, equipment and materials necessary to produce the publication. Anyone interested in assisting, listing, or learning more about this proposed resource, can call Modu at 401-941-5676.

Recently a Texas architect visiting a colleague in Maine was talking about how much he loved his ranch in Texas. "Why, I can git in my pick-up at eight in the mornin' and drive in a straight line in any direction," drawled the Texan, "and never reach the end of my property." The Maine architect pondered the thought for a moment and said: "I had a truck like that once too."

The Boston Civic Design Commission meets in public session on the first Tuesday of every month, 5 pm - 8 pm in the Piedmont Room on the 5th floor of Boston City Hall. It is a public meeting.

BSA Electronic Services include: (1) AIA Documents Ordering Service (617-951-1433x221). . . (2) Firms Hiring Hotline for firms needing full-time or part-time staff immediately (617-261-0090; Stephen Dill AIA). . . (3) the Electronic Bulletin Board (617-666-0973 via modem at 1200 or 300 baud, 8, N, 1). . . (4) The Documents & Liability Hotline (617-628-6363; Chuck Heuer, Esq., AIA). . . (5) The BSA Marketing Consulting Service (617-951-1433x323; Jill Weber or Barbara Welanetz). . . (6) The BSA Debt-Collection Service (617-969-6100x105 or 1-800-CASHFLOx105; Steven Sands). . . (7) The Computer Hotline (Curt Cunningham AIA; 617-876-2233). . . (8) The BSA Laser Printing and

Fax Services (617-951-1433x227) . . . (9) Technical Information Hotline (617-964-5477; Mark Kalin AIA). . . (10) CFA, the BSA-related jobs placement service (617-261-0090). . . (11) The BSA catering & space-rental services (617-951-1433x222) . . . (12) The MCAIA/BSA toll-free number, if you're calling from somewhere in Massachusetts outside Boston, is 800-662-1235.

All AIA Documents are available directly from the BSA. MC/Visa/Amex orders (\$25.00 minimum) may be faxed to 617-951-0845. Documents also may be picked up at the BSA office, 52 Broad St., Boston, Monday through Friday, 9-5 pm. In addition, the BSA will mail or fax you a full listing of AIA Documents and an order form on request; to receive this free listing, call 617-951-1433x221.

The ChapterLetter

The BSA ChapterLetter is published on the first of each month (except for occasional combined issues) by the Boston Society of Architects, 52 Broad St., Boston 02109-4301. The ChapterLetter is a service provided to AIA members in Massachusetts, the public, and everyone else with a sense of humor or an interest in 20th-century America. (For out-of-state subscription information, call 617-951-1433x228/fax: 617-951-0845.) The BSA is a non-profit, membership service organization and has been an advocate of architectural excellence and public awareness of architecture since 1867.



Letters to the editor, suggestions, criticism, encouragement and manifestations of the light touch are welcome. Typed, double-spaced material intended for publication must reach the BSA by the deadline dates listed on page 1; appropriate submissions are edited and published as space, temperament and prejudices permit.

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| | |
|----------------|----------------------|
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Richard Fitzgerald

Voices I

"Having grown up in Cambridge, Massachusetts, in the 'sixties and 'seventies, I have many observations about the forced cultivation of the public square that marked these decades. . . Whenever a major construction project is undertaken, the urban planners and architects design a public square: diverting traffic, eliminating parking, installing works of 'art' and 'sculpture' — often no more than rocks or twisted hunks of metal — and scattering odd steps and embankments where ordinary people once walked on their way to doing something. . . Every artificial public square I can think of carries more negative than positive attributes. Central Square, Cambridge, is a barren, noisy traffic island. Harvard Square is a pedestrian and automotive nightmare of illogical traffic patterns. . . Parking, always a scarce commodity in Cambridge, has been largely eliminated. . . City Hall Plaza in Boston is another fine example of a previously functional public place, Scollay Square, which was bulldozed and replaced with a sterile brick wasteland. . . Busybody, credentialed professionals — urban planners and architects — make hefty commissions for new public squares, and professional 'artists' have contributed to the creation of hazardous and hideous urban environments. Who needs 'em?' — *Raymond Birt of Lawrence, Kansas* (excerpts from a letter in *Harper's*, 10/90)

"In the beginning, God created the grid, to give order to the earth, and he said, 'It is good'.

"On the first day, the grid was applied to the cave.

"On the second day, the cave shifted, whence followed the grid.

"On the third day, it rained and bent the grid, and it filled with water.

"On the fourth day, the warp was discovered.

"On the fifth day, an arbitrary decision was made concerning the grid, and the man who made the arbitrary decision was called the 'Arbitect' (technician of arbitrary decisions).

"On the sixth day, the arbitect created the inverted warp, which was arbitrarily called the arch.

"On the seventh day, the arbitect was arbitrarily eliminated, and the man who eliminated him was later called the 'Architect', arbitrarily.

"Thence was born the architect, the eliminator of arbitrary decisions, and of the arbitrator, who haunts him still." — *from "The Birth of the Architect" in Columns, the Dallas/AIA newsletter (7/91)*

Letters

We are a Canadian architectural firm interested in forming alliances with American architectural firms in order to take advantage of the Canada/U.S. Free Trade Agreement. . . We have successfully partnered in the recent past for Canadian projects in the United States and American projects in Canada. . . We are interested in forming alliances based on geographical coverage and specialization by building sector. . . [If you are interested in discussing this possibility, please call me in Ottawa at 613-230-7156.]

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I thought you would enjoy seeing this UPBEAT ad — one of the more positive I've seen! Sometimes I forget that "making dreams come true" is why I got into this profession in the first place. . . I'm glad someone reminded me! (and is reminding the public!)

Nan Binkley AIA

At last, I am asking to join the BSA! . . . Actually, for years I have felt I should support the excellent work that [BSA members] do; in addition, the countless hours of time spent by volunteer architects is truly admirable and too often taken for granted. What other profession gives so much?

I know that this is an agonizing time for the BSA . . . Reflecting the horrible mess that our profession faces in this floundering economy. . . I hope that paying dues and letting [my colleagues] know of my support for [the BSA's] efforts will help a tiny bit. . .

J. Roger Boothe AIA
Cambridge

The definition of friable Asbestos Containing Materials (ACM) as contained in the 1984 USEPA National Emission Standards for Hazardous Air Pollutants (NESHAPS) Asbestos Regulations read as follows: "Friable Asbestos Material means any material containing more than 1 percent asbestos by weight that hand pressure can crumble, pulverize, or reduce to powder when dry." In the current NESHAPS Regulations, published in November 1990, this definition was clarified because, during demolition or renovation operations, materials that might be considered nonfriable could become friable. The EPA added Category I nonfriable

ACM meaning packings, gaskets, *resilient floor coverings and asphalt roofing products* containing more than 1 percent asbestos. Category II nonfriable ACM was added which excludes Category I materials.

The NESHAPS regulations go on to define regulated Asbestos Containing Material (RACM) as (a) Friable ACM, (b) Category I nonfriable ACM that has become friable, (c) Category I ACM subjected to sanding, grinding, cutting or abrading, and (d) Category II nonfriable ACM that has a high probability of becoming crumbled, pulverized or reduced to powder in the course of demolition or renovation. This means that ACM floor tile and ACM roofing is not considered a regulated material if it is handled carefully. It must still be transported and disposed of as asbestos-containing material but many of the regulations concerning removal procedures are greatly reduced. In part, this means that Category I roofing and floor tile don't have to be removed from a building before it is razed.

Massachusetts D.E.P. also recognizes that "certain asbestos-containing products do not pose a public health threat because asbestos fibers are not released to the ambient air during handling, removal, repair or disposal in a manner which would cause or contribute to a condition of air pollution." The DEP identifies Vinyl Asbestos Tile (VAT) and Asphaltic ACM roofing felts, roofing shingles and siding shingles as being nonfriable ACM for which notification to the DEP is not required for removal. The ACM material must still be handled and disposed of in accordance with 310 CMR 7.00, which are the Air Pollution Control Regulations of the Commonwealth.

The bottom line is that these common asbestos-containing building materials which we encounter so often as architects in our renovation projects are much less regulated by both federal and state agencies than the friable ACM commonly found as thermal insulation, fireproofing, or surfacing materials.

Peter M. Blaisdell AIA, President
Kendall, Taylor & Co.

Ed. note: Blaisdell writes regularly for the ChapterLetter on asbestos and related issues, one of his firm's specialties. For more information, call Blaisdell at 508-667-2900. Blaisdell also moderates a special asbestos-related workshop (S-99) at Build Boston next month.

Many of us are fighting constantly to preserve self-respect and sense of self-worth while faced with constant rejection in this recession. Convincing yourself that there is a future for architecture may even seem difficult at times. But don't be fooled by the psychological defenses you employ to maintain sanity. Though there is little work right now, and although everyone likes you but no one may need your services just yet, there is all the more reason to be as aggressive as possible to find work. Whether

you were let go and are looking for another job or you are a sole practitioner whose market has dried up, it's time to take a fresh look at yourself.

What makes you special? What is it that you really do? Re-examine not only the kinds of buildings you know about or job experiences you can offer but also the special way you work with others that makes working with you a unique and creative experience.

Think of that "essence of you" as a product. Think in terms of *marketing a service or product*. How do you present your "product" in the best light? And to whom? How big is your personal network of friends and contacts who might help you identify a lead? How do you maximize the exposure of your "product" to prospective employers?

This spring, through Consulting For Architects, I found the Executive Career Resource Group (ECRG), an organization that has helped me give new direction to my career. ECRG is a nationally known outplacement service for professionals. In concert with the BSA and CFA, ECRG is gearing its services to architects. With a national network of clients and access to many major sources of job-placement information, ECRG offers professional counseling to help you evaluate your career direction, understand yourself and your needs in order to achieve job satisfaction, and assist you in developing the best techniques to present your qualifications and find that new employer.

The ECRG workshops I attended offered the opportunity to meet a variety of people with a wide range of job skills and career perspectives. You may find new insight for your own search by learning of the experience of others.

Information about CFA and ECRG is available to you through the BSA or by calling Stephen Dill AIA at 617-261-0090. Both organizations offer a variety of services to help you find work and develop a career. You might want to look into it.

Tony Platt AIA

This letter concerns the process by which the design, detailing and fabrication of steel stairs, handrails and guardrails in Massachusetts is specified.

There are 45 members of the Structural Steel Fabricators of New England (SSFNE), most of whom also fabricate miscellaneous metal and ornamental iron. They are in unanimous agreement that the current process has major flaws that could affect public safety and often prohibit responsive bidding by fabricators, which could provoke disputes with designers during detailing and fabrication, resulting in inflated costs to the owner and/or project delays.

Our purpose in writing is to inquire if BSA members concur that a more well-defined process for stair and railing construction would benefit all

... and more Letters

parties concerned. If so, the SSFNE proposes that a joint *ad-hoc* committee of SSFNE and BSA members be formed to attempt development of "standard" methods for specifying stair and rail work.

Following is a list of concerns identified by SSFNE in the current marketplace:

1. The two extremes: design plans put out for bid may show only a hole in the floor (location of the stair) or a complete stair and rail design showing all member sizes and arrangements might be provided.
2. Building code loads for stairs and railings have changed several times in recent years. Increased concentrated and uniform railing loads, and more restrictive geometries, result in structural deficiency of many traditional railing sizes and arrangements.
3. Some architectural firms are not up to date with these requirements so that designs that are put out for bid are not in code compliance.
4. Stairs and railings are considered "miscellaneous metals" but, in reality, they have important public safety implications and are, in a sense, "structural" subsystems. Traditionally, however, the design and/or checking of these systems is not in the scope of services of the

structural engineer of record. In cases where some member sizes and geometries are shown on the bid documents, how many architectural firms have personnel qualified to design and check these systems?

5. Specifications increasingly call for shop drawings and/or design calculations to be stamped by a professional engineer, and the specs often assign liability for structural adequacy (i.e., public safety for the design) to the fabricators. Many fabricators do not have this expertise within their firms and, even if they do, it is impossible for them to purchase errors and omissions (professional liability) insurance with which to protect themselves. Even if an outside P.E. is retained to provide this service as an agent of the fabricator, the liability issue is a serious problem. Furthermore, a specification that attempts to assign professional liability to suppliers or subcontractors may not in fact relieve the architect of statutory responsibility.

6. In some specifications the terms "guardrail", "handrail", and "toprail" are used indiscriminately. This leads to confusion as most codes specify different loadings that depend on the end use or definition of the rails.

These are some of the major issues as we see them. Some were identified at an SSFNE stair and railing workshop held at "Build Boston '89".

It seems to us that the problems have intensified.

Please call me if you agree that a joint effort of this sort would be worth exploring. Also indicate your willingness to serve on an *ad-hoc* committee should this method of attack be selected. My telephone number is 617-828-9408; fax (not dedicated — call first) is 617-828-2557.

*Emile W.J. Troup, P.E., Consultant, SSFNE
Affiliate Member, BSA*

As liaison between the Royal Australian Institute of Architects and the BSA for next year's national and international design conventions, I wish to report that the RAI has specifically invited Boston architects to join the Australian convention in March 1992 in Melbourne. Special incentives in fees and accommodations are being arranged.

Melbourne's sister cities of Thessaloniki, Leningrad, and Osaka will also be participating. Special exchange tours with architectural colleagues are planned for these cities as well. If you are interested in participating, call me at CBT Architects, 617-262-4354.

Steve Cecil AIA

Voices II

"CADD Stupidity. . . Years ago PSMJ predicted CADD would kill our profitability. Last week in California we surveyed 46 firms to find out their reimbursement rates for equipment only. We were right! Results: median — \$19/hour, low — \$5/hour, and high — \$45/hour. Firms were all sizes not just small. . . Question: How can you survive investing \$1 million/year in new equipment getting back only \$19/hour from employees? Answer: Don't get reimbursed at all. That's right. Just build it into your lump sum as a cost of doing business but *always* direct-charge lump-sum budgets at full reimbursement rates." — PSMJ (6/91)

"Do I just imagine that, in America, ugly or dysfunctional buildings appear at the rate of two a week? . . . I urge [architects] to lead the public to understand both the architectural principals that should guide a wise society as well as the foolish disasters to avoid." — *public television executive Lloyd Kaiser in an address to the AIA (2/6/91)*

"If the green lobby is going to be one dominant force of the 1990s, the other is the job lobby. . . The green lobby wants no

new architecture, the job lobby wants as much as possible. As the world declines environmentally and the United States declines economically. . . the two lobbies are going to get stronger. Architects are going to get caught in the middle. . . I suppose the solution to all this is environmentally sensitive growth. We should live so long. . . " — *architect/critic Robert Campbell AIA in The Boston Globe (12/90)*

"Why are accounting and management consulting firms moving into the terrain of design firms? (1) Design firms focus on the design aspect of a project and pay less attention to front-end planning, financing, and approval processes. (2) Design firms try (on the advice of lawyers and insurance agents) to absolve themselves of any responsibility for the project during the construction period. (3) They tend to regard training as a luxury that shouldn't be wasted on ordinary staff and decide not to invest in it if profits are low. (4) They don't find out how clients' businesses operate, which results in projects that don't provide clients with the best facilities. . . Design firm principals should ask themselves the following questions: (1) Are we

looking for opportunities to expand our services beyond traditional design? (2) Are we willing to hire key staff who aren't design professionals but who have the skills to serve clients' needs? (3) Are we investing in training our staff? (4) Are we managing our business well? (5) Do we really know how our clients' businesses operate?" — *from Principal's Report (5/91)*

"[Architecture schools' five-year] programs isolate students from contact with other fields and disciplines before they understand the nature of their commitment to architecture and the place of the profession in the society. Unfortunately, the isolation is not limited to intellectual segregation. The five-year programs also prevent social contact with other young men and women whose ways of thinking do not have the special slant of architects but who in later years will become the audience and clients of the profession. It is worth noting that architecture remains the only major profession which clings to this model. Even engineering has been moving away from it." — *Architecture theorist/sociologist Robert Gutman (Journal of Architectural Education, 1987)*

Opportunities

Competitions/Awards/Grants — BSA Architectural Design **Honor Awards**/1991; October 15 deadline; 617-951-1433x221. . . **Rotch Traveling Scholarship** Competition; \$18K in stipends; 1/2/92 application request deadline (in writing); Rotch Scholarship, c/o BSA, 52 Broad St., Boston 02109. . . **Yokohama Urban Design Ideas** Competition; 4 million yen in prizes; 1/13 reg. deadline; Voice of Design Inc., Japan; tel. 81-3-5273-0149, fax 81-3-5273-0374. . . **Innovations in Housing Design** competition; \$10K grand award; 2/7 submission deadline; 206-565-6600. . . University of Arkansas at Little Rock Law Center **Public Art Competition**; 10/15 deadline; 501-569-3182 (Donald Van Horn). . . Ohio State University Laboratory Addition **Public Art Competition**; 10/10 deadline; \$191,000 commission; 614-466-2613 (Percent for Art Program). . . Olympia Fields **Adaptive Re-Use** Competition; April 1992 deadline; 414-963-0868 (Jeffrey Ollswang or Lawrence Witzling). . . "A Word to the Water-Wise" **Xeriscape Design** Competition; 303-794-7711, fax 303-794-7310 (Rick Harmon). . . Strathmore Renewal **Rainforest** Competition; 1/31 deadline; 800-423-7313. . . **Applie Lighting Awards**; 10/31 deadline; 805-257-4155 (Richard Stellar). . . **Record Houses**; 10/31 deadline; 212-512-2594. . . "Pixel Palace: A Place for Alice"; New York/AIA CADD Design competition on **architectural imagery** in children's stories; 11/4 deadline; 800-766-EXPO. . . New Age **Play Equipment** Design Competition; 11/15 reg. deadline; \$5K first prize; 816-444-3113 (Van Pool, Kansas City Board of Parks and Recreation Commissioners). . . National **Lighting Awards** Program; 10/15 deadline; 202-457-8437. . . **Chain Link Fence** Design Award; 11/1 deadline; 202-659-3537 (Bill Hennessy). . . American **Wood Council** Design Awards; 10/21 deadline; 202-463-2761. . . Erskine Awards for **Community Design**; Ruth and Ralph Erskine Award Foundation, Svenska Arkitekters Riksförbund, Norrlandsgatan 18, 2 tr, 111 43 Stockholm, Sweden. . . Barcelona 1992 **Cultural Olympics** Awards; 3/31/92 deadline; tel. (93) 429-00-09; fax (93) 429-06-07. . . **Ceramic Tile** Competition; 12/15 deadline; 708-655-3270; fax 708-655-3282. . . Takiron Design Competition for **Urban Installations**; 10/14 deadline; tel. 81-3-3811-7101 (Shinkenichiku-sha Co., Tokyo). . . AIA/**Concrete Reinforcing Steel Institute** Design Award; 11/1 deadline; 708-517-1200. . . National **Concrete Masonry** Awards for Design Excellence; 2/10/92 deadline; 202-626-7586. . . **Grand Prix Porcher de l'Innovation**; 10/15 deadline; Patrice Ducos, Porcher, 75 Boulevard Victor Hugo, 93400 Saint-Ouen, France. . . **Store Interior Design** Competition; 10/15 deadline; 914-332-1806 (fax 914-332-1541). . . **Healthcare Interior Design** Scholarship for professionals and students; 10/11 deadline; 415-370-0345 (fax 415-228-4018). . . **Steedman Fellowship** Competition; \$20K in awards; 12/6 reg. deadline; 314-889-5251. . . **Pritzker Prize** nominations; 1/1 deadline; Pritzker Architecture Prize, c/o Bill Lacy, 21 E. 4th St. (6th fl.), NY NY 10003. . . "Art in Public" international competition featuring **Klinker Tiles**; 9/15/92 deadline; Sire, 12060 Roreto di Charsco, Cuneo, Italy; Tel. 011-39-172-494471;

fax 39-172-494571. . . **Interior Design International Awards**; deadlines unknown (judging scheduled for 2/92); ID Exhibitions, Audit House, Field End Road, Eastcote, Middlesex HA4 9LT, England; 011-44-81-868-4499 (fax 011-44-81-866-8363). . . AIA **Institute Scholars** Program grants; 202-626-7300 (Joe Bilello). . . NEA design project grants & **individual grants/fellowships** (up to \$20K) for designers; multiple deadlines; 202-682-5437. . . For up-to-date **details on design competitions**, consider subscribing to "Deadlines," 17 W. Hawley Rd., Hawley MA 01339; 413-339-4018 (\$26/yr. for 12 issues). . . **AIA Design Honor Awards**; 202-626-7300 for details. . . **Aga Khan Award**, Program Procedures, 32 chemin des Crets-de-Pregny, CH-1218 Grand Saconnex, Geneva, Switzerland (\$500K in prizes; rolling deadlines). . . **Architectural Woodwork Institute** Awards Program (all bldg. types); rolling deadline; 703-671-9100 (Elaine Ball or Elaine Ferri). . . AIA **student competitions**: programs & deadlines vary; 202-626-7472 (AIA). . . **Fulbright Grants** for architects and urban planners; 202-939-5401 or 202-686-7866. . . The **MacDowell Colony** Residency; 100 High St., Peterborough NH 03058; 603-292-3886 or 212-966-4860 for applications & deadlines. . . For details on the \$15,000 American Architectural Foundation Richard Morris Hunt Fellowship and numerous AIA-related **fellowships and scholarships** for minorities/disadvantaged individuals, professional degree candidates, health facilities design, research, and other purposes, call 202-626-7300.

Workshops/Conferences — Over 120 intensive **workshops on management, marketing, design**, etc.; Build Boston 91; 617-951-1433x221. . . Other BSA-sponsored **workshops for building industry professionals** and public courses on design for laypeople; see pp. 2-5 in this issue. . . "Professional Liability/Risk Management" course with David Hatem, Esq.; 9/26-11/21; 617-227-5551 (ACEC). . . NFPA **Fire Code** Seminars; 10/7-11 (Burlington); 800-344-3555. . . The **Women's Educational and Industrial Union** Career Services workshops and other services on job hunting and other career issues; 617-536-5657. . . **BAC continuing ed.** program; 617-536-3170 for catalog. . . BSA Legislative Affairs Committee Chair Stan Martin, Esq. (Gadsby & Hannah) leads a one-day course on "Mechanics' Liens, Performance and Payment Bonds under Massachusetts Law"; 10/28, Newton; 703-893-1354. . . "Louis Kahn and Dhaka: A Symposium"; 10/26-27; 10/15 reg. deadline; 617-253-1400 (MIT Aga Khan Program). . . Ninth Int'l Conf. on **Urban Waterfront Planning**, Development and Culture; 10/10-12, Washington DC; 202-337-0356 (Susan Kirk). . . "Technologies & Utility Programs for Commercial Buildings" Conference; 10/15-16; Springfield MA; 301-643-8260 (Liz Fox). . . 1991 **Solar and Electric Vehicle Symposium**; Boxborough MA; 10/25-26; 413-774-6051. . . "21-Essentials" workshops; 10/22 (Chicopee), 10/29 (Taunton), 11/7 (Lowell), 11/12 (Leominster); 617-338-2255 (DEP). . . "Marketing Budgets" forum; 10/16; 617-523-8433 (SMPS).

Exhibits/Lectures/Tours — **Multi-disciplinary design** exhibits; Build Boston; 11/20-22; 617-951-1433x221 for free ticket. . . **The Architects Building exhibit** program and other BSA lectures and exhibits; see pp. 1-5. . . "The Four Shapes of Boston," a slide lecture on **Boston's architectural history** available to rent (with speaker); 617-367-2345. . . **MIT lectures & seminars**; 617-253-5470 for details. . . **GSD** exhibits; 617-495-4247. . . **BAC exhibits**; 617-536-3170. . . **Wentworth lectures and seminars**; 617-442-9010. . . **Art & Architecture Tours** of the BPL; 617-536-5400x212. . . **Boston By Foot** Tours: Explorations of Victorian Malden (10/5); Tour of Longwood-Cottage Farm, 10/20 & 10/27; 617-367-2345. . . SPNEA **Historic Houses in New England** events program; through 10/23; 617-227-3956. . . BSCES Lecture Series on "New England Seismic Design"; 10/1-11/12; MIT; 617-451-0044 (Lawrence Warner). . . **Charles Moore & "Images of Paradise"** Exhibit; Bowdoin College Museum of Art. . . Walking **tours of the North Slope and West End**; 10/5; 617-227-3956 (SPNEA). . . **IBD Tours** and other programs; 508-887-8713 (Nancy Barrett, IBD). . . **Designers' Tour of Brazil & Argentina**; 1/29-2/13/92; 212-505-9332 (Alfred Sisel).

Other Opportunities — For its regular cameo section called "Designs on Boston," the *Boston Business Journal* is seeking b/w photos of **buildings in Boston** by BSA members; send your photos to Lori Hough, "Designs on Boston", BBJ, 451 D Street, Boston 02210. . . *s/f Magazine* is seeking color photos from **AIA members** of interiors in New England. The shots are used to accompany various regular sections of the magazine. For details, call 617-924-5100. . . See also a wide variety of paid & volunteer opportunities in the "Classified" listing inserted in this issue.

Americans with Disabilities Act

Two special workshops at Build Boston focus on this significant new federal legislation that affects the entire building industry. For details, see workshops S-17 and PT-4 in the Build Boston program catalog. Register before October 25 to ensure a spot in these two related workshops.

Fame

ADD Inc's innovative retail work in downtown Boston was featured on the evening news on all three stations last month. . . **Tim Twomey AIA** (left), who is also an attorney, has joined the law firm of Goldstein & Manello in Boston as a partner in the Real Estate Department

photo: Fay Foto



... **Sasaki Associates** has promoted **Jonathan Austin AIA** to Senior Associate. . . The Spire for St. Therese Church in North Carolina designed by **Kimo Griggs AIA** was featured in a recent issue of *Architecture*. . . In recent issues of the *Globe*, **Robert Campbell AIA** has written laudatory reviews of the new Boston Ballet building designed by **Graham Gund Architects**, the Boston Latin Academy project by **Notter Finegold + Alexander**, and on the recent Logan Airport Planning/Design Exhibit at The Architects Building. . . **Elkus/Manfredi** has promoted **Samuel Norod AIA** (right) to the position of Director of Professional Services; the firm has also named Elizabeth Lowrey its new Director of Interior Architecture

... Several BSA members are playing prominent national roles after being appointed to serve on a variety of national AIA committees; **John Hayes FAIA** (AIA Documents Committee), **Charles Heuer AIA** (AIA Documents Education Task Group), **Patricia Hynes** (Scientific Advisory Group), **Peter Panagore AIA** (IDP Coordinating Committee), **Mark Kalin AIA** (Library and Archives Committee, Chairman; Masterspec Review Committee), **Herb Eisenberg AIA** (Code Liaisons Committee),



photo: Patrice Flesch

Gordon King (Public Architecture Committee), **Martha Lampkin AIA** (Regional & Urban Design Committee, Vice-Chair), **Phil Poinelli AIA** (Membership Committee), **Melissa Bennett AIA** (Women in Architecture Committee), **Richard Rush AIA** (Library and Archives Committee), **Carol Twombly** (Library and Archives Committee), and **Roger Goldstein AIA** (Environmental Education Committee, Vice-Chair) . . . The Canadian work of **Moshe Safdie & Associates** is the feature story in the September issue of *World Monitor*. . . **Peter Forbes FAIA** was the invited commencement speaker at Wentworth and was awarded an Honorary Doctorate of Engineering Technology . . . **Peter Sugar AIA** has been named Director of Operations for SAR Engineering in Quincy. . . A recent issue of the *Globe* highlighted the Martha's Vineyard residential work of **Binkley/Ford**. . . **Robert McNair AIA** (right) has been named Vice-President at **Symmes Maini & McKee**.

New Work — Recent DCPO contracts have been awarded to **Tise Architects** (site preparation for the installation of modular units throughout the state), **ARCADD** (studies and designs for statewide renovation and construction projects), **Shepley Bulfinch Richardson and Abbott** (Worcester State Hospital renovations and improvements), and **Bay State Design Associates** (study and design for repairs/renovation of various state facilities). . . **Huygens DiMella Shaffer** is designing new facilities and labs in Cambridge for Biogen and offices and labs for ImmunoGen in Norwood; the firm is also designing the Vernon Court congregate-care facility in Newton Corner. . . **Stein + Associates** is renovating the Sara Greenwood Elementary School in Boston. . .



photo: Koby-Anupit



Ellenzweig Associates in association with Whitney Atwood Norcross is designing the new Polymer Science and Engineering Research Facility (above) at U. Mass/Amherst and Ellenzweig Associates is also designing an addition to the Joslin Diabetes Center (below) in



Boston. . . **Moshe Safdie and Associates** has completed the Montreal Museum of Fine Arts (below).



News of Corporate Affiliates — **Shawmut Design & Construction** has recently completed three major retail projects in Boston: the Giorgio Armani boutique on Newbury Street, the FAO Schwartz Superstore on Berkeley Street, and Harvard Square's Origins Boutique (designed by Peter Forbes and Associates).

Membership news

New AIA Members

Elizabeth B. Ballou AIA
HKT Architects
Laurie M. Crockett AIA
S.K. Crockett Associates
Stephen J. Lacker AIA
Kyu Sung Woo Architect
Richard I. Leaf AIA
E. Verner Johnson & Associates
D. Randolph Meiklejohn AIA
Schwartz/Silver Architects
Catherine Loman AIA
HKT Architects

Joe F. Pryse AIA
Leers Weinzapfel Associates
Michael Reagan AIA
Ellenzweig Associates

Returning AIA Members
Mayo Larkin AIA
Mayo Larkin & Associates

Advanced to AIA
Sarah Haga AIA
Daedalus Projects

New Associate Members
Maureen Crowley

Lorianne L. Davidson
Highland Hill Farm
David B. Harris, Jr.
Richard B. Levey
Carr, Lynch, Hack & Sandell
Ann L. O'Hearn
Ann O'Hearn Designs
Beth A. Rooks
Kristin F. Terry
Roger Tuttle

Leaving Boston
Marilyn Brockman AIA
(to Washington)
Diana Girardi Karnas AIA
(to Indiana)

Richard Senechal AIA
(to Wisconsin)
Susan Helene Wright
(to Texas)

Deceased Member
Robert E. Bozek AIA

New Individual Affiliates
Eric Assimakopoulos
Elaine Fiore
Jane A. Garrity
Carol Gladstone
Charlotte Ellen Kaplan
Judith Norkin

New Student Affiliate
Harvard GSD
James T. Wilson, Jr.

To join your friends and colleagues on this list, call the BSA at 617-951-1433 x221. Call the same number for information on out-of-state subscriptions to this newsletter, AIA Documents, gift memberships, special publications on marketing & management, etc.

October

2

*Membership Cte, 12:30 pm

1992 Program Cte, 4:30 pm

3

Task Force to End Homelessness, 8 am, Payette Assoc., 40 Isabella St., Boston

Exhibits Cte, 8:30 am

4

Executive Cte, 8 am

Housing Cte, 8:30 am

Sole Practitioners Workshop

5

BSA tours of energy-efficient homes (see p. 2)

Corbu is 104

7

Art & Architecture Cte, 8 am

Healthcare Facilities Cte, 5:15 pm

8

Urban Design Cte, 8 am, CityDesign Collaborative, 334 Boylston St., Boston

8

MCAIA Board Meeting, 3 pm

1992 Fund-Raising Cte, 5 pm

CILG, 5:30 pm

Women in Architecture Cte, 6 pm

9

Interior Architecture Cte, 12:30 pm (call by 8/8 to reserve lunch)

10

Historic Resources Cte, 8 am

*Computers Cte, noon

*BSA Board Meeting, noon

Regional Design Cte, 6 pm, 5 Doublet Hill Rd., Weston

BSA Lecture/Tour (see p. 2)

11

Energy Cte, 8 am

*Sole Practitioners Cte, noon

12

BSA Career Day in Architecture (see p. 10)

14

Discover America

15

Design Cte, 8 am

*EOCD Liaison Cte, noon

BSA Honor Awards deadline, 4 pm

"Points of View" with Joe Aiello (see p. 2)

AutoCAD Users Group, 6:30 pm (Tom Morrissey, 617-262-2760)

16

*Professional Practice Cte, noon

BSA Lecture with Elizabeth Ericson AIA et al. (see p. 1)

DataCAD Users Group, 6 pm, Chisholm Washington Architects, Cambridge (617-876-7930, John Chisholm)

17

*Small Firms Lunch Group, noon

"New Environmental Economics and Planning" (BSA Forum; see p. 2)

New Members Reception (see p. 3)

19

BSA Annual Planning Retreat

21

North Shore Architects Lunch Group, 12:15 pm, The Grog, Newburyport

22

1992 Fund-Raising Cte, 5 pm

Architects for Social Responsibility Cte, 6 pm (guest Victor W. Olgay; on "Emerging Hungarian Organic Architecture")

24

"Conversations" with Moshe Safdie AIA (see p. 2)

25

*Codes Cte, noon (guest: Norton Remmer, P.E.; see p. 11)

26

BSA Housing Design Charrette (see p. 2)

27

Set your clock back five years

28

*Architectural Technology Cte, noon

Unemployed Architects Group, 4 pm

29

BSA Lecture/Tour (see p. 3)

30

BSA Lecture/Tour (see p. 3)

31

BSA Lecture/Tour (see p. 3)

November

1

Housing Cte, 8:30 am

4

Art & Architecture Cte, 8 am

5

Vote twice

1992 Fund-Raising Cte, 5 pm

BSA Lecture/Tour (see p. 3)

6

*Membership Cte, 12:30 pm

1992 Program Cte, 4:30 pm

***Lunch meetings**

Call 617-951-1433x221 or 800-662-1235x221 by 9:30 am on the day of the meeting to reserve lunch.

Committee meetings

are in most cases open to all members and other readers; for information, call the BSA at 617-951-1433x232.

All meetings are held in The Architects Building unless otherwise noted.



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